

ED PIP: Diagnostic Phase

Guides: Understanding Hospital Culture Baseline

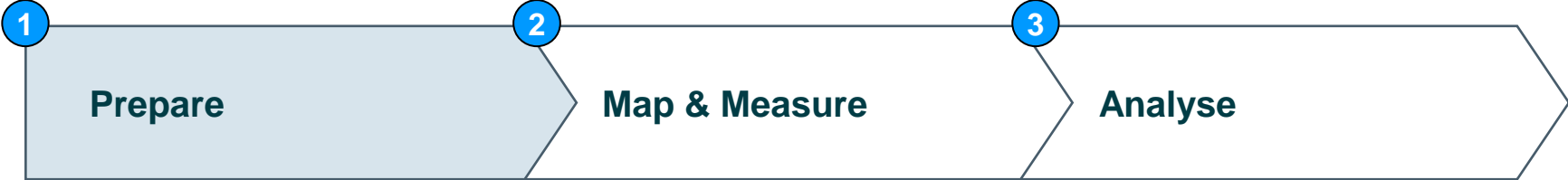
Understanding Hospital Culture Baseline – Overview

<p>Outcome</p>	<ul style="list-style-type: none"> ▪ Identification of the positive and barrier cultural themes that form the baseline culture of the organization as derived from patient and provider satisfaction surveys ▪ Documentation of the themes that require intervention as agreed upon with the Senior Management
<p>Definition: ‘What is it?’</p>	<ul style="list-style-type: none"> ▪ A structured and easily replicable display of the baseline culture and agreed upon themes requiring intervention
<p>Objectives: ‘What is it used for?’</p>	<ul style="list-style-type: none"> ▪ To enable pre, mid and post comparisons ▪ To guide ongoing requirements for cultural change and capability knowledge transfer ▪ To ensure the ED PIP team and Senior Management are aligned on the themes requiring intervention
<p>Benefits:</p>	<ul style="list-style-type: none"> ▪ Determination of organizational culture pre implementation, mid cycle, and post implementation identifies areas for ongoing learning and will demonstrate success
<p>When to use</p>	<ul style="list-style-type: none"> ▪ Understanding Hospital Culture Baseline should be used <ul style="list-style-type: none"> –Early in the diagnostic phase –Two weeks prior to implementation –Mid-implementation –Post implementation


Tip for integrating Lean principles into healthcare:

- *Part of successfully implementing Lean in healthcare is adopting common language that may have originated in manufacturing and internalizing how it is used in a healthcare environment*
- *Understanding Hospital Culture is a way to define the culture using themes which should include the top positive themes as well as those themes that present barriers to implementing change*
- *Although this methodology focuses on establishing a baseline, it’s like taking the organization’s pulse and should be done at key intervals within a hospital improvement journey*

Instructions For Use (1/3)



1. Arrange a meeting with Decision Support explaining:
 - Your role on the team
 - The information required (patient and healthcare provider satisfaction surveys)
 - How the information will be used
2. Prepare to capture themes and data (raw results of satisfaction surveys):
 - Top two positive themes from patient and provider surveys
 - Top two barrier themes from patient and provider surveys
 - Themes that if not addressed will impede successful implementation
3. Prepare to share results with Senior Management:
 - Schedule a meeting with Senior Management (30 min)

-  • Use this meeting with Decision Support as an opportunity for relationship building
- Be mindful to examine raw results of the themes as well as those depicted graphically
- Capture themes and the raw scores associated with those themes

Instructions For Use (2/3)

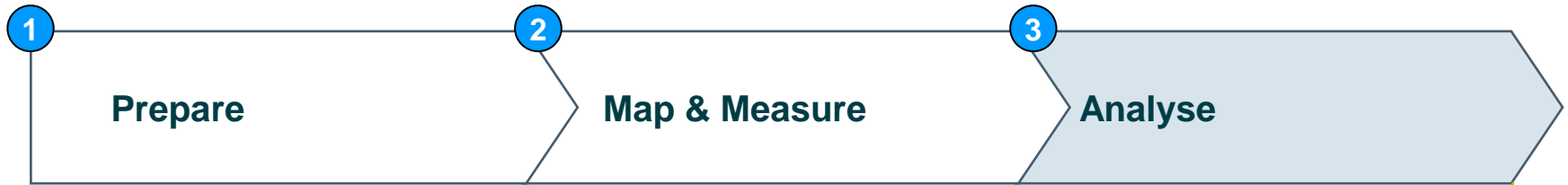


1. Review the last two Health Care Provider and patient satisfaction surveys with staff from Decision Support
2. Capture themes:
 - Top two positive themes
 - Top two barrier themes
 - Themes that if not addressed will impede successful implementation
3. Capture data:
 - Top two positive themes
 - Top two barrier themes
 - Themes that if not addressed will impede successful implementation



- Identify the theme(s) that would impede successful implementation
- Enter the themes in the table provided
- Enter the data in the table provided

Instructions For Use (3/3)



1. Discuss the themes and data that have been identified as requiring intervention with the Senior Management project lead
2. Reach agreement on the themes requiring intervention
3. Share the results with the team
4. Ensure that improvement plans exploit the positive cultural themes and consider strategies that can overcome cultural barriers



- Senior Management project lead may need to take away the information and discuss the results with the Senior Management team
- NOTE: Addressing hospital culture issues is not something that is likely to be entirely addressed as part of an improvement project. Long term strategies will typically be required to shift cultural issues

Understanding Hospital Culture Baseline – Example

Source	Positive themes – top 2 positive themes as identified by organization	Barrier themes – top 2 barrier themes as identified by organization	Themes identified by coach as being show stoppers	Measurement
Healthcare Provider satisfaction				
Patient satisfaction (Picker)				
Themes requiring intervention (Coaches)				
Themes requiring intervention (Senior Management)				
Agreed upon themes requiring intervention				